MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

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FINAL EXAMINATION

TRIMESTER 2, 2018/2019

TCT2151 – CRITICAL THINKING IN ORGANISATIONS

(All sections / Groups)

4 MARCH 2019
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of 3 pages with 4 Questions only.

2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.

3. Please write all your answers in the Answer Booklet provided.

QUESTION 1

In the recent past, Lina were impressed by a proposal that Ken had submitted to her, so she contacted him directly to discuss it. Ken's attitude and tone during that conversation surprised her. Although both of them are division managers (and thus peers), he spoke to Lina as if she is his subordinate, using a condescending tone that Lina would never use with anyone on her team. For example, Ken told Lina that she should value the opportunity to work with him because he was a "key player at Universal" and that working with him would be a "great learning experience" for her.

Lina have enjoyed a very successful career with Universal—equally as successful as Ken's, if not more so—and she certainly aren't accustomed to being spoken to in such an arrogant and condescending way, especially by a peer. Nevertheless, after this conversation, Lina decided to give Ken the benefit of the doubt. The idea still seemed impressive, and, after all, she had never been formally introduced to each other, so perhaps Ken may have had the wrong impression about her level of experience within the firm or was simply having a bad day.

After that extremely unpleasant conversation with Ken, Lina hoped that a face-to-face meeting would ease her concerns about his attitude. The meeting with Ken, however, served to not only confirm, but also strengthen, her initial impressions. Although the meeting took place in Lina's division conference room, Ken immediately brushed past her, seated himself at the head of the table, and instructed her assistant to "fetch" him a cup of coffee. Furthermore, while Lina had expected a fairly brief, conversational meeting, Ken directed one of his staff to "fire up the highlight reel," an elaborate PowerPoint presentation listing details of his team's recently completed projects, or "conquests," as he insisted on calling them.

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While Lina admitted that Ken's track record was impressive, she couldn't help but note that it was no more impressive than hers. When the "highlight reel" ended, Lina and her team listened in stunned silence as Ken gave her chapter and verse on the power of his "signature" management style. He was particularly keen to impress upon her how much more efficiently and effectively his division's employees work than hers, a fact he attributed to the hands-on supervision he personally provided to each one of them, in contrast to what he derisively called Lina's "too-soft mentoring approach." Finally, after more than an hour of self-promotion, Ken and his team confirmed the original estimates in the proposal they had submitted, and Lina ended the meeting as quickly as she could.

(Adopted from: https://sfmagazine.com/post-entry/september-2017-when-managers-make-emotional-business-decisions/)

A. From the scenario given, identify **THREE (3)** attitudes that become barrier for critical thinking in the organisation. (9 marks)

B. What are the communication style of both actors in the above scenario? (6 marks)

C. Discuss **FIVE (5)** benefits of Emotional Intelligence (EQ) in dealing with the above scenario. (10 marks)

(Total: 25 marks)

QUESTION 2

A. Discuss why False Memory Syndrome hinders Critical Thinking in organisations? (5 marks)

B. Elaborate **THREE (3)** different types of informal fallacies. Provide example of each. (15 marks)

C. Differentiate "Rhetoric" with "Argument" by explaining how they are related to critical thinking. (5 marks)

(Total : 25 marks)

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QUESTION 3

The United States hoped that with the passage of the Foreign Corrupt Practices Act in 1977, other countries would follow suit. None have, however, which places American companies at a major disadvantage when operating in foreign countries with different views toward ethics. It takes only a casual vacation trip to Southeast Asia to see hundreds of copies of American products, some even with authentic-looking US company logos on them. In this part of the world it is commonplace for foreign companies to have to pay bribes to be able to conduct business, but even some westernised countries such as Germany permit legal tax deductions for bribes to win foreign business deals. How can American companies compete in such an environment?

(Source: Adapted from James Srodes (2000) 'Curbson Foreign Bribery–and Foreign aid', World Trade, Irvine, February 2000, p.12.)

A. Should companies be able to use bribes to win business in countries where the practice is accepted? (5 marks)

B. Discuss **SEVEN (7)** factors to be taken into consideration in determining the most moral action or decision based on utilitarian calculus. (14 marks)

C. Discuss **TWO (2)** roles of media in the anti-corruption campaign to handle above case. (6 marks)

(Total: 25 marks)

QUESTION 4

A. Elaborate Participative decision making and explain **THREE (3)** potential benefits of participative decision making in organisations. (10 marks)

B. Explain **FIVE (5)** criteria in evaluating arguments. (15 marks)

(Total: 25 marks)

End of Paper